

dr Małgorzata Marzec¹

Jagiellonian University in Cracow

Institute of Public Affairs

Faculty of Management and Social Communication

Trust as an element of strategic management in public organizations

Abstract: *Modern organizations operate according to the principle of trust, which is important both within the organization and in relations with the environment. The operation of public entities is strictly determined by the procedures, but those imposed by authorities are not able to guarantee trust in institutions operating in the public sphere. Trust is the determinant which enables entities to deal with complexity and variability of contemporary social and economic realities. It indicates that trust is a strategy to cope with uncertainty and inability to control the future of the public. The aim of the article is to point out the importance of confidence in strategic management of public organizations. Trust can be regarded as a tool introducing strategic management or as a result of the introduced management strategy. This article will attempt to assess this issue by analysis of the literature and theoretical discussion. Theoretical analysis has been complemented by an overview of public institutions' strategies that build trust in different areas.*

Keywords: *strategic management, public entities, trust*

Introduction

The objective of the paper is to indicate a meaning of trust in strategic management of public organizations. Trust may be treated as a strategic management tool or as an effect of the introduced management strategy. Presently, trust is considered an indispensable element of shaping relations between various entities. The need to build trust also concerns the public sector. A relevant level of confidence in an institution which provides public services enables the formation of positive relations between a public institution and an interested party (recipients of services, local community etc).

Trust may be considered a management tool (management through trust) as a result of which a specific objective will be carried out e.g. building fixed relations with various interested parties or better satisfaction of the local community's needs. Trust can also result from the strategy introduced by institutions.

The operation of public institutions is strictly determined by legal provisions. However, procedures imposed by authorities cannot guarantee confidence in public institutions. Trust is related to the subjective probability that an entity or a person we cooperate with, will properly carry out the entrusted tasks and that this activity will not be harmful.² Trust may be built by many factors. We should list here the following: competences, intentions, predictability, results, fairness. The above-

¹ Contact details: Instytut Spraw Publicznych UJ, Łojasiewicza 4, Kraków; e-mail: mail: malgorzata.marzec@uj.edu.pl

² Gambetta D. *Trust. Making and breaking cooperative relations*, Basil Blackwell Ltd, 1988, p. 213-238.

mentioned elements may be shaped due to strategies developed by public organizations.

The article attempts to determine the meaning of trust in the long-term strategies of public entities. Modern organizations function according to the principle of mutual trust which preconditions the achievement of common objectives. According to Fukuyama, trust is a set of informal values and ethical standards which are common for members of the same group and enables efficient cooperation. *"Trust works as grease, which increases the efficiency of the functioning of a given group or institution"*³. Diagnosis of the meaning of trust in public entities in a long-term operation horizon seems to be interesting.

The article presents the role of trust, defines strategic management characteristic for public institutions and indicates the meaning of trust in public entities' strategies. One should consider whether trust should be treated as an element of strategic management or as an effect of the entities' introduced strategy. The analysis of trust from the perspective of strategic management should indicate the importance of trust as a factor in the formation of public organizations. This article will attempt to assess this issue by analysis of the literature and theoretical discussion. The theoretical analysis has been complemented by an overview of public institutions' strategies that build trust in different areas.

A description of strategic management in public organizations

The nature and scope of the operation of public organizations is determined by the type of goods and rendered services offered, aimed at the realization of public interest. According to a definition provided by B. Kożuch, public organizations may be defined *"as a social and economic system, whose subsystems of purposes and values, psychosocial, material and technical, structure subsystem and mainly subsystems of management and relations with an external environment, are distinguished by the public as an immanent feature which distinguishes it from other organization types"*⁴. The realization of tasks in an environment of high trust in relations inside an organization and with other entities is a condition for the efficient operation of public organizations.

Public organizations have a management system which is set for predictability in the functioning and management of an organization. It is related to the use of defined principles and mechanical administration. Predictability and transparency of organization processes may limit the risk, build trust and credibility for public organizations. Public organizations more and more often see the advantages of long-term management of an institution. Planning long-term activities means that a public organization becomes an organization which anticipates the future, does not liquidate good and efficient solutions, justifying its activities with only short-term realization of a budget. Its activity may also include social costs and losses, as well as other values, which it may obtain in the future.

Modern concepts of strategic management determine the objectives of the operation of public organizations and can be identified with a long-term activity

³ Fukuyama F. *Zaufanie. Kapitał społeczny a droga do dobrobytu*, PWN, Warszawa–Wrocław 1997, s. 169.

⁴ Kożuch B., *Skuteczne współdziałanie organizacji publicznych i pozarządowych*, Monografie i Studia Instytutu Spraw Publicznych UJ, Kraków 2011, p. 48.

set for future and not for current solutions of problems. Public organizations should focus on effective and efficient management which leads to development.⁵ Units of the public sector are expected to shape values for citizens at an efficient operation. Efficient operations relate to meeting the statutory objectives and expectations of the interested parties. On the other hand, an efficient operation enables the achievement of the assumed results at the lowest consumption of resources or at the provided level of resources which generate possibly the highest value for recipients. Managers of the public sector search for various types of skills and knowledge, which is indispensable for the performance of administrative procedures at the best possible use of possessed resources. When faced with such conditions, strategic management becomes crucial in the long-term planning of activities of public institutions. Strategic management becomes necessary to improve management effectiveness and carry out tasks by public units.

Strategic management includes universal methods of the efficient solution of problems related to the functioning of an organization, regardless of their type. According to E. Wojciechowski, *strategic management is a future-oriented process of planning and selection of objectives and tasks, implementation of assumed decisions and monitoring and control of performing decisions*⁶. The essence of the strategic management of public entities is shaping local and regional development processes and solving defined problems in a longer horizon of time with rational and effective management of owned resources. Strategic management is related to the selection of priorities of future activities in conditions of a changing surrounding. The problem consists in the selection of priorities and suggesting which objectives can be achieved⁷.

Based on the literature review one may indicate the most important properties of management called strategic. These are inter alia:

- conscious management based on facts, related to management of an organization development, set on making use of chances and avoiding threats which occur in its surrounding including various versions of strategic plans for various scenarios and areas of the future⁸,
- management based on strategic thinking and approach to the functioning of an organization which is characterized with originality, creativity, willingness to create something new and the ability to realize it in a manner which increases effectiveness and ensures the competitiveness of an organization⁹,
- a method of approach to economic chances and challenges related to a complex process of management set on the formulation of efficient strategies and bringing them into life¹⁰.

⁵ Fleszer D., *Strategiczne zarządzanie jednostką samorządu terytorialnego – istota, cele, etapy*, Studia i Materiały. Miscellanea Oeconomicae Rok 17, No 1/2013, Wydział Zarządzania i Administracji Uniwersytetu Jana Kochanowskiego w Kielcach, p. 1-15.

⁶ Ibidem.

⁷ Noworól A., *Planowanie rozwoju terytorialnego w skali regionalnej i lokalnej*, Wyd. Uniwersytetu Jagiellońskiego, Kraków 2007, p. 143.

⁸ Rostowski T. (ed.), *Nowoczesne metody zarządzania zasobami ludzkimi*, Difin, Warszawa 2004, p. 17.

⁹ Gawroński H., *Zarządzanie strategiczne w samorządach lokalnych*, Oficyna Wolters Kluwer business, Warszawa 2010, p. 29.

¹⁰ Gryffin R.W., *Podstawy zarządzania organizacjami*, Wyd. PWN, Warszawa 2005, p. 244.

Indication of long-term trends of development which enable the use of existing chances and development factors is a main objective of strategic management. Strategic management should be carried out according to a specific procedure. Elements of the strategic management process should be indicated here¹¹:

- identification of problems (recognition and indication of the most important problems which have a strategic impact on the level of satisfaction of social needs and the developmental processes scale),
- future-looking, namely a solution for current problems with consideration for the future,
- complexity of problem solving and treating one public unit as a part of the surroundings, which is both a set of chances as well as development threats and determine the achievement of successes in action,
- orientation to the organization's surroundings, namely maximum use of chances and counteracting threats,
- results-orientation, namely achievement of objectives through a systematic, efficient and effective realization of previously planned specific realization tasks,
- orientation to creating a positive image of an organization.

The basic task of the strategic management of public organizations should be finding and then choosing optimal actions which lead to the best satisfaction of group needs of a given community. Determination of external and internal preconditions for the operation of a given organization is very crucial. In particular, the following should be taken into consideration: the present level of social and economic entity, preconditions resulting from the surroundings of the public institution, the entity's resources (economic, financial, environmental, cultural heritage, human capital), the scope of needs reported by local societies, conditions resulting from law, creativity of local authorities and the ability to make decisions¹².

Nowadays, one can notice a departure from the traditional model of management towards a modern one that takes into account the needs of various groups of stakeholders and respond to changes in the environment. Trust is indicated as an immaterial resource of a public organization, guaranteeing its functioning and development in contemporary conditions. Trust in a public institution shaped at various planes is an additional element which shapes strategic management. Trust may result from the applied strategies but it may also be a tool (instrument) for the realization of the implemented strategies. Public organizations may be based on the trust they have in order to achieve the designed effects. They may also aim at founding organizations based on trust.

The significance of trust in public organizations

Trust means the readiness to undertake activities based on the expectation that people and institutions will act favourably for us. Mutual trust is a necessary

¹¹ Ziółkowski M., *Zarządzanie strategiczne w polskim samorządzie terytorialnym* [in:] A. Zalewski (ed.), *Nowe zarządzanie publiczne w polskim samorządzie terytorialnym*, SGH, Warszawa 2005, p. 103-108.

¹² Base on: Sierak J. *Zarządzanie strategiczne w jednostkach samorządu terytorialnego*; electronic document: www.lazarski.pl/fileadmin/user_upload/dokumenty/.../MEiP_4_8_2013_Sierak.pdf, Access: 10.04.2017.

condition for the functioning of a given group but also results from group cooperation. Trust results from complex and non-explicit conditions in which the social and economic world function, which brings even wider areas of uncertainty and risk, both in various spheres of social life, interpersonal and institutional relations. Special social trust has a great meaning for the functioning of individuals and groups and as a result for our social life, and an economic development level. Trust, or lack of trust in social life generates phenomena, which may be visible in the form of the behaviour of particular societies and in the management sphere. Trust in our social life leads to fixing the subjectivity of a particular group, while lack of trust leads to alienation. Generally, one may notice that people who trust others are more open to social actions and ready to act for the public welfare. On the other hand, mistrustful people are more conservative and more careful. A higher level of social trust favours the introduction of innovations and all social changes. Trust reduces uncertainty of the functioning of various spheres of social, public and economic life.

Trust often relates to a belief that the cooperation of the other party is fair towards a particular entity in its intentions and actions. Trust may constitute an object of purposeful actions directed at the description of groups or people; it may result from the presence of particular people from a close surrounding (family, friends) or further - people from work or public life. Trust between business partners (co-operators) and trust of society (clients, society etc.) are essential in carrying out any activity. Trust may take various levels in relation to a society and is based on moral foundations and a belief in an individual that the remaining part of society has the same moral principles. Trust is one of the moral principles. It is often defined as a mental condition including an intention of accepting cooperation offers or their continuance, based on positive expectations. Each trust simplifies human relations since it is a function of a reduction of the complexity level.¹³

Analysis of trust enables one to divide determinants which shape its formation. The following elements can be distinguished the most often: competences, risk, reliability, responsibility, good will, kindness, predictability, diligence. From the point of view of the functioning of an organization, trust is one of key factors which determine the achievement of the intended purpose and development of an organization and constitutes its non-material value. It builds positive relations both inside a particular organization as well as with the external environment. Often, a meaning of trust for improvement of the efficiency and speed of functioning and creating a positive image of a given entity is indicated.

Trust problems may be presented from the point of view of a man and conditions in which people or entities act. On the one hand, each man has some inclination to trust (also called generalized trust). Generalized trust is related to a predisposition and readiness to trust other people, in particular to trust strangers. Here, interpersonal features and upbringing conditions are of significance. On the other hand, the existing level of trust in social and economic life is related to the realization of specific purposes – the aspect of trust utility. The reason for this type of trust is a barter deal - e.g. using some public services aims at obtaining some advantages or the best satisfaction of social needs. It should be emphasised that the exi-

¹³ Praszquier J. (2007), *Zaufanie jako osiowy czynnik dynamiki kapitału społecznego*. in: „Trzeci Sektor”, no 10 / lato 2007, Warszawa p. 4.

stence of trust may create favourable conditions for the realization of e.g. public services¹⁴.

Confidence in public organizations can be analysed in a multi-aspect manner, and its specificity is determined by the special nature of public tasks. Trust can contribute to the effective provision of high-quality services. Lack of trust or distrust can unleash unethical behaviour and favour pathologies. Distrust hinders cooperation, prevents relations between various stakeholders, raises suspicion, and the result may be a belief in bad intentions. Under conditions of distrust, cooperation between various parties is undertaken as a result of the enforcement of counter mechanisms. *“From the perspective of consumers of public services, it is important not only how the public service is provided, but also the public perception of the organization by customers and by the employees of these organizations. If these organizations are properly managed, this can be a tangible example that public funds derived from taxes are not wasted”*¹⁵. In modern public organizations, the creation of a culture of trust is appreciated and trust is managed. Trust, in addition to values and norms, plays an important role in the process of creating informal networks of connections, influences the formation of social ties, which in effect contribute to the maneuvering of various activities defined as social capital. Organizations based on a high level of trust are based on ethical and fair practices, keep secrets and are reliable. In difficult situations, they crave objective and honest solutions based on readable regulations and legal procedures.

Analysis of trust should also make us ponder over the possible sources of trust. The basis of trust may be **familiarity** resulting from some fixed relations between the parties (trustee and trusting party), **calculation** which results from the estimation of profits and losses resulting from a given relation and **value** related to a belief shared by a trustee in a standard that increases a positive opinion on his honesty and good will.¹⁶ Sources of trust may change during barter relations and as a result of the accumulation of experience. Public organizations in the process of preparing an operation's strategy should include all three elements of shaping trust.

Polish society has a low level of trust in public organizations (figure 1)¹⁷. Trust should become a key resource of public organizations which has no substitutes. Modern societies, more and more often, indicate the meaning of fairness and open communication between the parties to relations. The indicated properties precondition the shaping and maintenance of a relevant level of mutual trust. Public organizations should influence the confidence in themselves. They can do it through: abilities (skills) to carry out specific actions, kindness - also meaning acting for the welfare of the parties and honesty resulting from the consequences

¹⁴ According to Hirsch D. *Budowanie zaufania jako podstawa funkcjonowania społecznie odpowiedzialnego biznesu*, electronic document: <http://spolecznieodpowiedzialni.pl/files/file/tztqkcs0e883y0m4vm41519rccmbu.pdf>, access: 10.04.2017.

¹⁵ Dobrowolski Z. *Building intra-organizational trust*, Zarządzanie Publiczne 4(28)/2014, p. 348 electronic document file:///C:/Users/mm/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/ZP_4_28_2014_Dobrowolski_341-354%20(1).pdf, access: 30.12.2017.

¹⁶ Hirsch D.. *Budowanie zaufania...*

¹⁷ Description of trust in Poland.

of perceiving particular principles¹⁸. Shaping trust in public institutions should be included in operation strategies of the indicated institutions.

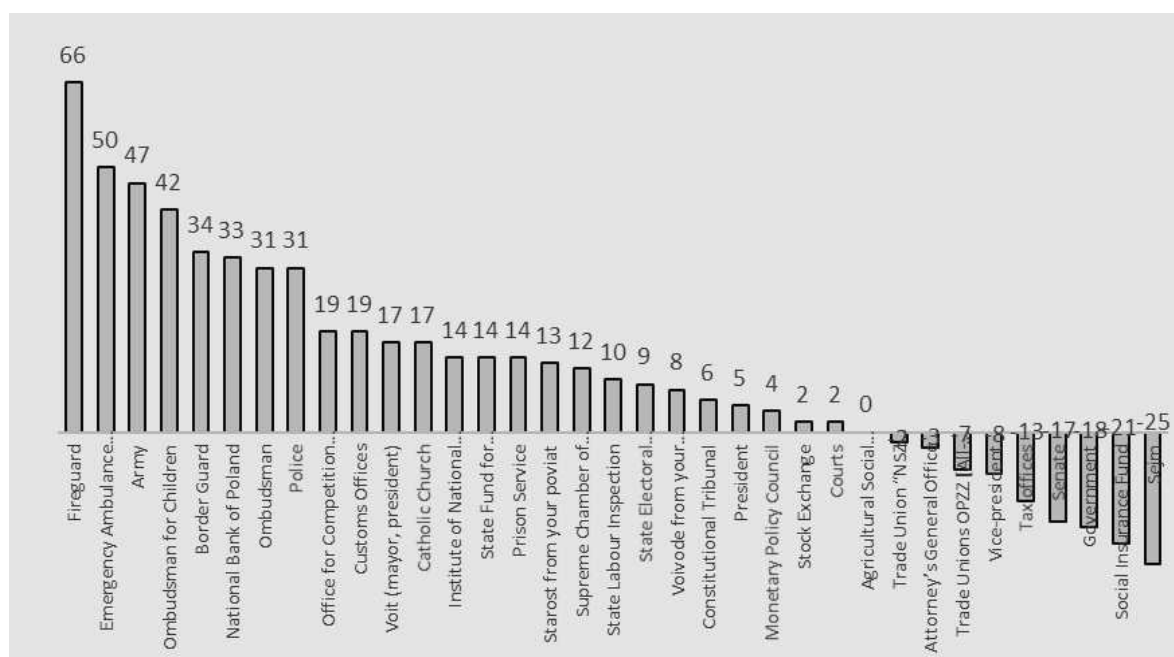


Figure 1. *Net trust in public institutions in Poland

Source: *Zaufanie do instytucji publicznych porównanie z lat 2006, 2010, 2016* KantarPublic; http://www.tnsglobal.pl/archiwumraportow/files/2016/11/K.068_Zaufanie_do_instytucji_O10a-16.pdf

* Net trust in percentage points - Interest of "absolutely yes" responses plus "rather yes" responses minus interest of "absolutely no" and "rather no" responses

One should think about the factors which may affect trust in public entities. The study includes a definition of trust presented by P. Sztompka according to which trust means: *"emotions showed to people, objects or institutions such as company, government or society. Trust is a belief in specific actions or properties of an object in which trust is put. Often it means even the conviction of one party that the other party's motivation is not to be fair and to act properly. Trust is a bet taken with regard to uncertain, future actions of other people or institutions"*¹⁹. *"We trust a person - an entity, who, we believe, will be a good adviser, thinking about us and not about himself"*²⁰. At the analysis of trust in public institutions, we should indicate that trust *"constitutes a solution for a particular type of problem related to the risk, particularly to the social risk"*²¹.

In the subject literature we may find many planes of the analysis of trust. In the context of the study, we should indicate those types of trust, which are important

¹⁸ Sankowska A., 2012, *Zaufanie a transfer wiedzy*, "Przegląd organizacji", no 7, p. 3.

¹⁹ Sztompka P., *Zaufanie fundament społeczeństwa*, Wyd. Znak, Kraków 2007, p. 71.

²⁰ Ibidem.

²¹ Ibidem, p. 80.; it is worth giving a definition of risk here: the threat, the risk of failure and the adverse effects that trigger our actions.

from the point of view of shaping (including) trust in the long-term strategies of public institutions. The following types of trust are worth mentioning²²:

1. Social trust is related to the acceptance of ethical standards related to some faith or standards of actions assumed in a particular society or in the profession. Social trust originates in the cultural properties of the society, which defines fair and cooperative behaviour. It is the most general level of trust.
2. Calculated trust is based on a simple estimation of costs and advantages which come along with a given relation. In this dimension, trust is based mainly on the calculation of profits and losses of a given relation. Calculation in this case is related to analysis of the advantages of trusting a public institution.
3. Institutional trust emphasises formal regulations. Clear rules concerning tasks, rights and liabilities enable building cooperation based on the principle of trust.
4. Cognition-based trust is understood, the most often, as a process of the cognition of actions undertaken by other people. This type of trust may be based on information from the surroundings of the entity as well as from observation of the internal processes of the functioning of the entity. It is related to the evaluation of feelings after contacts with a given person or institution.
5. Accumulated trust also called knowledge-based trust assumes building trust in a long-term process through the collection of knowledge and gaining experience concerning the principles of the functioning of an entity.

Trust may be treated as a special kind of belief in the principles of the operation of a particular entity. This belief is based on observation of the functioning culture of an entity and the manner of communication in relations with interested parties (citizens, investors, employees). A trust-worthy organization is open, fair, reliable, competent and identifies with high moral standards and values and has strictly defined objectives of operation.

One should indicate factors, which may be important in building trust by an organization and in a public organization²³

- Trust cannot be blind (unconditional).
- Trust is not permanent.
- Trust may be built not only based on past experience but also based on predicted future actions of an organization.
- Trust may be built not only within a long period of time as a result of gained experience but also in a short period of time through realization of short-term objectives.
- Trust should be built consciously.
- Indication of detailed principles of cooperation and providing specific results of work accelerates building of trust.
- Uncertainty should be limited when building trust.

²² According to: Bratnicki M., Strużyna J., *Przedsiębiorczość i kapitał intelektualny*, Wyd. Akademii Ekonomicznej w Katowicach, 2001, p. 148-165 oraz Hopej M. *Struktury organizacyjne. Podstawowe, współczesne i przyszłe rozwiązania strukturalne*, Zakład Narodowy im. Ossolińskich – Wydawnictwo, Wrocław-Warszawa-Kraków, 2004, p. 164-166.

²³ Wereda W., *Orientacja na zaufania w budowaniu relacji z interesariuszami w organizacji*, In: *Zrównoważony rozwój organizacji – odpowiedzialne zarządzanie*, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu no 376, Wrocław 2015, p. 216 -239.

Three planes of analysis of trust in an organization can be quoted after J. Paliszkiewicz, i.e. managers' orientation at creating trust, orientation of an entity at creating a culture based on trust and orientation as a result of the entity's operation. Public organizations should aim at building a culture based on trust, whose task will consist in paying attention to: normative assurance, clearness in organization, stability of the public order, responsibility of authority, execution of rights and obligations, respecting the dignity, integrity and autonomy of organization members.

In such conditions, verification whether public entities acting in Poland include trust in long-term operation strategies seems to be interesting.

Trust in public organizations strategies (analysis of cases)

Long-term strategies of public organizations operating in Poland were reviewed. In only a few strategies, attention was paid to building trust. The table below presents strategies from the point of view of the type of trust and the objective of shaping trust. Strategies were presented in these institutions which in a strategic document paid attention to trust as an objective or operation.

Public organizations in long-term strategies pay attention mainly to shaping social trust of various interested parties i.e.: recipients of services, investors and citizens. Organizations aim at shaping a positive image through the realization of a specific type of a task. Institutions, due to the use of the trust concept try to pay attention to values, which are important for them. The Social Insurance Fund, which wants to be an "innovative institution of social trust" through the introduction of relevant information technologies constitutes an example. Some institutions pay attention to institutional trust, related to complying with some rules, principles and standards defined within the provisions of law. One may also observe a slight interest in perceptive and accumulative trust (based on knowledge).

The analysed institutions which pay attention to trust, focus on building social trust, only interested parties differ, for whose trust public institutions care.

Table 1. Review of public institutions' strategies which include trust

Name of the Institution	Duration of strategy	Planes of trust analysis / types of trust	Objective of building trust /the meaning of building trust for institutions
The Social Insurance Fund	2016-2020	Social trust Institutional trust Cognition-based trust	Raising the organization value, increase of share in market, satisfaction of clients' needs; Innovative Institution of social trust open for new technologies
The Agricultural Social Insurance Fund	2009-2015	Social trust, institutional trust, trust inside the organization (management's, employees' trust)	Raising the organization's value, increase of the share in markets, satisfaction of clients' needs; Trust in the Agricultural Social Insurance Fund as a clear and professional institution
The Regional Hospital of Jan Mikulicz in Biskupiec	2015-2016	Social trust (of clients) Institutional trust	
Caritas	2007-2012	Trust of interested parties (donors, cooperators and beneficiaries)	Clearness of operation through publication of information on its operation, inter alia, through publication of an annual Report
The City Guard in Krakow	2011-2015	Social trust - trust to local authorities Cognition-based trust	Shaping social awareness on the city guard competences and building awareness among the society on the scope of operations of the indicated institution - increase of trust in the local authority
The Voivodeship Police Headquarters in Szczecin <i>[Wojewódzka Komenda Policji w Szczecinie]</i>	2012- 2017	Social trust (of citizens to the Police) Knowledge-based trust (accumulated)	Improvement of the Police image through shaping trust. "Ability of the Police to efficiently carry out its tasks depends, among others, on the level of its social acceptance and also on the level of respect and recognition of the society. Social trust to the Police is indispensable to effectively solve crime - related problems, social fear and public order threats along with local societies".
A Primary School in Węgrów	2014-2017	Trust inside the organization Social trust (of parents and children Institutional trust	The objective of the school is creating with parents a safe and friendly school through building trust which will ensure relations between children, parents and school.
The Polish Post <i>[Poczta Polska]</i>		Social trust Trust inside the organization (of employees) Knowledge-based trust Cognition-based trust	„RAZEM” concept indicates the meaning of trust in the relation employee – client, employee-employee, entity-quality of rendered services (offered products)

The City Office of Szczecin [Urząd Miasta Szczecina]	2015-2025	Increase of trust between people – social trust	Improvement of the city-citizen relations; activation of social activity
The Powiat Authority in Zgorzelec [Starostwo Powiatowe w Zgorzelcu]	2015-2020	Social trust (of citizens, investors) Institutional trust	Increase of trust through the practice of operation of a public administration, cooperation and financial and institutional support for non-governmental organizations, promotion of pro-society behaviour and citizens' activity.
The Marhall Office of Małopolskie Voivodeship [Urząd Marszałkowski Województwa Małopolskiego]	2014-2020	Institutional trust (of local authorities)	Development of citizens' activity and strengthening social capital, engagement of the non-governmental sector in public tasks. Building a regional leadership.
The Marhall Office of Lubelskie Voivodeship [Urząd Marszałkowski Województwa Lubelskiego]	2014-2020	Institutional trust Social trust	Increase of the ability to cooperate, rooting in the world of one's own culture. Trust is a basis for the construction of a modern state-citizens relation. Fighting disintegration of the region. Integration of the region, strengthening the inside-regional cooperation network for formation of modern economy.
The Marhall Office of Mazowieckie Voivodeship [Urząd Marszałkowski Województwa Mazowieckiego]	2014-2030	Institutional trust (of safety ensuring bodies)	Building trust through the most effective operation of bodies ensuring safety of the citizens of the region.

Source: Author's own study based on the review of strategies of public organizations.

Conclusion

Trust is an indispensable value in the functioning of public organizations. Public institutions should pay attention to trust with regard to the citizen-institution relation but also with regard to relations inside organizations. The process of shaping is difficult and long-lasting. Moreover, public organizations may shape trust in themselves and generalized trust (social).

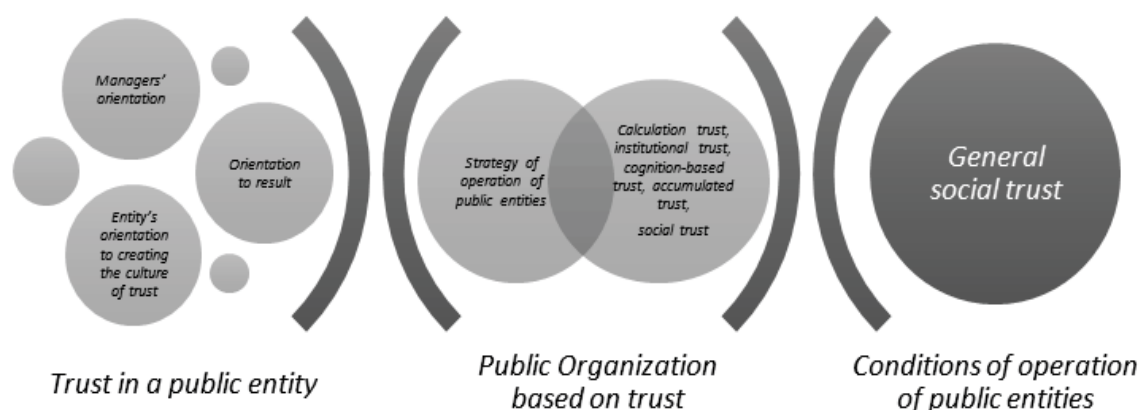


Figure 2. Trust in public organizations – public organization based on trust – strategy of operation

Source: author's own study.

Management of trust in public organizations should constitute a conscious and permanent process which cannot be ordered or regulated by legal procedures. Conditions of generating trust in public organizations in a long-term horizon of creating strategies should include the following factors, i.e.:

1. Public organizations and society must be sure that common values are the objective of operation.
2. Common value must be clearly translated into specific purposes of operations of public organizations.
3. Expectations of public organizations and society must complement each other (suit each other)
4. Trust must be wise and verified by empirical information and particular actions of public organizations.

In such defined conditions, developed and introduced strategies should be applied for shaping trust by public organizations.

Literature

- Bratnicki M., Strużyna J., *Przedsiębiorczość i kapitał intelektualny*, Wyd. Akademii Ekonomicznej w Katowicach, 2001.
- Dobrowolski Z., *Building intra-organizational trust*, „Zarządzanie Publiczne”, 4(28)/2014, p. 348, electronic document retrieved from: file:///C:/Users/mm/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/ZP_4_28_2014_Dobrowolski_341-354%20(1).pdf access :30.12.2017.
- Fleszer D., *Strategiczne zarządzanie jednostką samorządu terytorialnego – istota, cele, etapy*, Studia i Materiały. Miscellanea Oeconomicae Rok 17, nr 1/2013, Wydział Zarządzania i Administracji Uniwersytetu Jana Kochańskiego w Kielcach.
- Frączak P., Mędra-Drozd M., Praszkie R., współpraca: Nowak A., *Zaufanie jako osiowy czynnik dynamiki kapitału społecznego*, „Trzeci Sektor”, nr 10 / lato 2007, Warszawa.
- Fukuyma F., *Zaufanie. Kapitał społeczny a droga do dobrobytu*, PWN, Warszawa – Wrocław 1997.
- Gambetta D., *Trust. Making and breaking cooperative relations*, Basil Blackwell Ltd, 1988.
- Gawroński H., *Zarządzanie strategiczne w samorządach lokalnych*, Oficyna Wolters Kluwer bussiness, Warszawa 2010.
- Gryffin R.W., *Podstawy zarządzania organizacjami*, Wyd. PWN, Warszawa 2005.
- Hirsch D., *Budowanie zaufania jako podstawa funkcjonowania społecznie odpowiedzialnego biznesu*, electronic document retrieved from: <http://spolecznieodpowiedzialni.pl/files/file/tztqkcsoe883y0m4vm41519ccrm bu.pdf>, access:10.04.2017.
- Hopej M., *Struktury organizacyjne. Podstawowe, współczesne i przyszłe rozwiązania strukturalne*, Zakład Narodowy im. Ossolińskich, Wrocław-Warszawa-Kraków, 2004.
- Kożuch B., *Skuteczne współdziałanie organizacji publicznych i pozarządowych*, Monografie i Studia Instytutu Spraw Publicznych UJ, Kraków 2011.

- Noworól A., *Planowanie rozwoju terytorialnego w skali regionalnej i lokalnej*, Wyd. Uniwersytetu Jagiellońskiego, Kraków 2007.
- Rostowski T. (ed.), *Nowoczesne metody zarządzania zasobami ludzkimi*, Difin, Warszawa 2004.
- Sierak J., *Zarządzanie strategiczne w jednostkach samorządu terytorialnego*; electronic document retrieved from: www.lazarski.pl/fileadmin/user_upload/dokumenty/.../MEiP_4_8_2013_Sierak.pdf; access: 10.04.2017.
- Sankowska A., 2012, *Zaufanie a transfer wiedzy*, „Przegląd Organizacji”, nr 7.
- Sztompka P., *Zaufanie fundament społeczeństwa*, Wyd. Znak, Kraków 2007.
- Wereda W., *Orientacja na zaufania w budowaniu relacji z interesariuszami w organizacji*, [in:] *Zrównoważony rozwój organizacji – odpowiedzialne zarządzanie*, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu nr 376, Wrocław 2015.
- Ziółkowski M., *Zarządzanie strategiczne w polskim samorządzie terytorialnym*, [in:] A. Zalewski (ed.), *Nowe zarządzanie publiczne w polskim samorządzie terytorialnym*, SGH, Warszawa 2005.